



# **Program Management Team Quarterly Progress Report**

To

CAHSRA Board Operations Committee

**March 2011**



## Environmental Milestones Schedule

	Assigned Weight		5%	15%	5%	12%	13%	33%	5%	10%	2%	100%						
Section/Activity	Plan Feb 11	Actual/PMT plan % complete	Scoping Report	Board Briefing to Approve Release of the AA Report	Release Preliminary Report	Board Briefing to Approve Supplemental AA Report	Release Supplemental AA Report	Checkpoint A	Technical Reports	Checkpoint B	Admin Draft EIR/EIS	15% Design	Draft EIR/EIS	Checkpoint C	Final EIR/EIS	NOD/ROD	Percent Complete Toward NOD/ROD	30% Design
San Francisco - San Jose	Plan	May '09	Apr. 8, 2010	Apr. '10	Jul. 1, 2010	Jul. '10	Sept. '10	Sept. '10	Dec. '10	Dec. '10	July '11	Sept. '11						
	Actual / PMT plan Feb 11	Mar. 10 A	Apr. 8, 10 A	Apr. '10 A	Aug. 5, '10 A	Aug. '10 A	May-11	Jun-12	Sep-11	Aug-12	Mar-12	Oct-12	Dec-12	Mar-13	Jun-13			
	% Complete	100%		100%		100%		90%		98%	93%	0%		0%	0%		79%	0%
San Jose - Merced	Plan	Oct. '09	May. 6, 2010	May '10	Aug. 5, 2010	Aug. '10	Apr. '11	Apr. '11	Dec '10	Jul '11	Feb. '12	Apr. '12						
	Actual / PMT plan Feb 11	Mar. '10 A	Jun. 3, 2010	June '10 A		Jun-11	May-11	Jul-11	Oct-11	Sep-11	Jun-11	Jan-12	May-12	Sep-12	Nov-12			
	% Complete	100%		100%		70%		70%		40%	62%	0%		0%	0%		58%	0%
Merced - Fresno	Plan	Mar. '10	Apr. 8, 2010	Apr. '10	Jun. 3, 2010	June '10	Aug. '10	Aug. '10	Sept. '10	Nov. '10	June '11	Aug. '11						
	Actual / PMT plan Feb 11	Mar. 10 A	Apr. 8, 2010	Apr. '10 A	Aug. 5, '10 A	Aug. '10 A	Feb. 3 '11 A	Sept '10 A	May-11	Sept. '10A	Jan-11	Jun-11	Oct-11	Dec-11	Feb-12			
	% Complete	100%		100%		100%		100%		100%	87%	75%		0%	0%		82%	0%
Fresno - Bakersfield	Plan	Mar. '10	Dec. 3, 2009	Mar. '10	Jun. 3, 2010	June '10	Sept. '10	Sept. '10	Aug. '10	Jan. '11	July '11	Sept. '11						
	Actual / PMT plan Feb 11	Mar. 10 A	Jun. 3, 2010	June '10 A	Sept. 10 A	Sept. '10 A	Feb. 3 '11 A	May-11	Sept. '10 A	Feb-11	Jun-11	Oct-11	Dec-11	Feb-12				
	% Complete	100%		100%		100%		93%		100%	99%	66%		0%	0%		85%	2%
Bakersfield - Palmdale	Plan	Mar. '10	Aug. 5, 2010	Aug. '10	Oct. 7, 2010	Nov. '10	Sept. '11	Sept. '11	Nov. '11	Dec. '11	June '12	Sept. '12						
	Actual / PMT plan Feb 11	Mar. '10 A	Sep'10 A	Aug. '10 A	Sept'10 A	Jun-11	May-11	Jan-12	Sep-11	Mar-12	Dec-11	Jun-12	Oct-12	Feb-13	Apr-13			
	% Complete	100%		100%		16%		6%		1%	30%	0%		0%	0%		33%	0%
Palmdale - Los Angeles	Plan	June '09	May. 6, 2010	May '10	Aug. 5, 2010	Aug. '10	Oct. '10	Oct. '10	Oct. '10	Jan. '11	Aug. '11	Oct. '11						
	Actual / PMT plan Feb 11	Mar. 10 A	Jul. 8 '10 A	Jul. '10 A		Mar-11	May-11	Nov-11	Sep-11	Dec-11	Oct-11	Mar-12	Jul-12	Oct-12	Jan-13			
	% Complete	100%		100%		90%		63%		60%	81%	0%		0%	0%		67%	0%
Los Angeles - Anaheim	Plan	Aug. '09	Not	Apr. 24, 2009	Jun. 3, 2010	June '10	Sept. '10	Sept. '10	Aug. '10	Jan. '11	July '11	Sept. '11						
	Actual / PMT plan Feb 11	Mar. 10 A	Applicable	Apr. 24, 09 A	Jul. 8, '10 A	July '10 A	May-11	Jul-12	Sep-11	Sep-12	Jun-12	Nov-12	Mar-13	Jun-13	Sep-13			
	% Complete	100%		100%		100%		85%		90%	93%	0%		0%	0%		78%	0%
Los Angeles - San Diego	Plan	June '10	Jul'10	Jul. '10	Jan. 6, 2011	Jan. '11	Aug. '12		Aug. '12	Aug. '12	Feb. '13			Sept. '14	Dec. '14			
	Actual / PMT plan Feb 11	June '10 A																
	% Complete	100%		90%		0%		0%		0%	0%			0%	0%		19%	0%
Merced - Sacramento	Plan	Feb. '10	Feb. 3, 2011	Feb. '11	May. 5, 2011	May '11	Sept. '11		Sept. '11	Oct. '11	Jan. '12			Nov. '12	Mar. '13			
	Actual / PMT plan Feb 11	Apr. '10 A																
	% Complete	100%		20%		19%		0%		0%	0%			0%	0%		9%	0%
Altamont Corridor	Plan	Feb. '10	Nov. 4, 2010	Dec. '10	Mar. 3, 2011	Mar. '11	Nov. '11		Nov. '11	Dec. '11	Mar. '12			Sept. '12	Dec. '12			
	Actual / PMT plan Feb 11	Mar. 10 A																
	% Complete	100%		95%		0%		0%		0%	2%	0%		0%	0%		20%	0%

Blue text = Actual dates

Red text indicates a date change from last months MPR

\*PMT Plan Feb 11 dates\* reflect target dates agreed between the Authority and PMT based on working agreements with environmental review and approval agencies

Phase 2 Sections will be rescheduled over the next few months

## Executive Summary of PMT Activities

The following paragraphs identify the Key Accomplishments and Key Issues for the program. More specific and detailed information about these items in each section is included in the PMT and respective Regional Consultant Monthly Progress Reports.

### Accomplishments

- ♦ **Merced to Fresno:** Conducted a comprehensive cost containment review to identify potential lower cost alternatives, particularly with a view of eliminating high aerial structures. Significant potential savings were identified and are being more thoroughly assessed. Meetings with affected stakeholders commenced. The cost containment measures will require some modifications to the DEIS/DEIR documentation delivery.
- ♦ **Fresno-Bakersfield:** Conducted a comprehensive cost containment review to identify potential lower cost alternatives, particularly with a view of eliminating high aerial structures. Significant potential savings were identified and are being more thoroughly assessed. Meetings with affected stakeholders commenced. In particular, we have had good meetings with the City of Fresno. The cost containment measures will require some modifications to the draft DEIS/DEIR documentation delivery.
- ♦ **ARRA/SDP 10 funding agreements:** Completed evaluation and recommendable initial build section. Prepared grant agreement documents.
- ♦ **San Francisco to San Jose:** The Central Valley was selected as the priority section of the Statewide project, and the work was rescheduled for San Francisco to San Jose reflecting later dates than previously forecast, allowing for improved emphasis on phased implementation.
- ♦ **Palmdale to LA:** The Supplemental AA presentation to the Authority Board has been set for March 2011. The PMT will present proposals for alignment alternatives to be studied further in the EIR/EIS process for the segment between Sylmar and Los Angeles. The PMT will also be providing an update on current analysis between Palmdale and Sylmar as well as recommending further coordination and study with the local communities prior to recommending alternatives for EIR/EIS study.
- ♦ **LA to Anaheim:** The PMT will update the Board in March 2011, and will recommend a phased implementation approach for the corridor.
- ♦ **LA to San Diego:** The PMT will present the Preliminary AA Report to the Board in March 2011. The Preliminary AA Report will recommend that the UPRR / UPRR Adjacent alignments be dropped from further consideration and that the I-10 and SR 60 alignments be carried forward in the environmental process.
- ♦ **Bakersfield to Palmdale:** An additional Limited Notice to Proceed (LNTP) was issued to the Regional Consultant to advance the environmental studies.
- ♦ **Agency and Railroad Interfaces:** Two critical staff members were added to the Project Management Team to fill existing voids in dealing with other government agencies, Railroads and other third parties. Gregg Albright joined the PMT as Planning Director and his role will include identification all agencies, utilities and third parties with whom interfaces were needed, to establish frames of reference (Memorandums of Understanding) for dealing with these entities and to assist the Authority in formalizing relationships with them. Gil Mallery joined the PMT to

work the issues with the Burlington Northern Santa Fe Railroad and Union Pacific Railroad as well as interface with local rail entities in the Southern California metropolitan area. Additionally, a specialist in dealing with the agricultural community and their interests was identified and hired by one of the Regional Consultants to facilitate the interactions with this constituency which is critical to the project's successful implementation.

- ◆ **Real Property/Right-of-Way Acquisition:** The Authority hired a Director of Real Property, Patricia Jones, to address the acquisition of the property and easements needed for the project. The PMT engaged the services of a Real Estate consulting firm to assist the Authority in establishing the systems and protocols needed to acquire the right-of way parcels and clear them for use by the project.
- ◆ **Business Model:** To address partially the Legislative Peer Review Panel's concerns about the risk of not having a well-defined business model for the HSR program and in the absence of the Authority having a Financial Consultant under contract, the PMT has developed some possible scenarios for ownership and operation of the system.
- ◆ **"Time Chainage Charts":** The PMT is developing a series of Time Chainage Charts to facilitate understanding of the time distance and physical features of the various alternatives for the system with particular emphasis on the Central Valley (and possible extensions both north and south) in order to assess development alternatives and cost impacts. This tool has been widely accepted and has been used to explain the interfaces and tie-in options with existing Amtrak services to achieve Independent Utility options associated with various development schemes.
- ◆ **FRA Grants Administrator:** With concurrence of the Authority, the PMT has engaged the services of an independent consultant experienced with FRA grants and the reporting requirements for same. This will help ensure that the Authority is fully compliant with the federal rules and regulations for administering the funds for this major rail program. Work is already underway for the initial required reports submittals in late February.
- ◆ **FY 11/12 Annual Work Program:** The Authority has issued instructions for preparing the Annual Work Program to the PMT and Regional Consultants and work is well underway for submittal and negotiations of these contractual documents over the next two months.

## Key Issues

- ◆ **Railroad and Highway Coordination:** On-going discussions with the BNSF and UPRR, which own right-of-way adjacent to the proposed CHSTP alignments, are continuing to ensure the HST preliminary engineering plans address for necessary railroad operational and safety requirements. Similarly, the Authority is continuing to work with Caltrans to identify interfaces with, and mitigate potential impacts to, the state highway system.
- ◆ **Metrolink MOU:** Urgent resolution is required between the Authority, LA County Metro and Metrolink on an agreement for provision of services and resources by Metrolink, to allow provision of technical information and review of designs, safety training and provision of supporting safety staff for site investigations, and to support future design and planning for advance works and construction phases of utility and track relocation in order to allow construction of the Project while maintaining fully operational services for Metrolink, Amtrak and UPRR. Metrolink has agreed to draft the MOU Agreement, and send to CHSRA and the PMT for review.
- ◆ **Palmdale to LA:** The Acton and Agua Dulce communities have raised objections to the alignments proposed for further study in the Preliminary AA (SR14 east and west). The PMT has subsequently met with Supervisor Antonovich staff to discuss issues and the Soledad Canyon alignment. A conference call has been arranged with staff and Environmental Agencies on February 23 to discuss the Soledad Canyon alignment alternative and why it was not proposed for further study at the Preliminary AA stage.
- ◆ **LA to Anaheim:** The CHSRA CEO, Deputy Director and the PMT met with the Gateway Cities COG to answer questions from its October 2010 letter. The GCCOG consultant also discussed his Phase Two Final Report, which presents a phased implementation approach for the corridor. This phased approach was discussed on February 18 with the FRA.
- ◆ **LA to San Diego:** The PMT continues to discuss the I-10 Alternative with the San Gabriel Valley Working Group at the monthly working group level. Two communities have publicly expressed support only for tunneling in the I-10 median and there is a key meeting of the San Gabriel Valley COG on February 17.
- ◆ **Rule of Particular Applicability:** In discussion with FRA staff, it has been confirmed that development of the petition for a Rule of Particular Applicability should proceed in a form of “RPA Guidance Document” until selection of trainset technology is finalized by the CHSRA. The RPA Guidance document will be endorsed by FRA to support CHSTP’s procurement process and will allow for continued coordination with FRA technical staff until formal rulemaking proceedings. PMT will target completion CHSTP’s RPA Guidance Document no later than June 30th, 2011 for submission to FRA for review and endorsement via the Authority.

## PMO Comment on PMT Operations Committee Report

### Accomplishments

- ♦ **Merced to Fresno:** The potential for significant cost reductions resulting from optimization of the alignment and profile in this Section does appear very promising. This will require additional changes to the 15% Design plans, further environmental analysis and revisions to the Administrative Draft EIR/S which are likely to delay the schedule for NOD/ROD. As shown on the Environmental Milestone Schedule, the date for NOD/ROD has slipped from September 2011 to February 2012. Optimization of the 15% Design should have been done concurrent with its development and monitored as part of the over-the-shoulder reviews conducted by the PMT.
- ♦ **Fresno-Bakersfield:** The comments of cost containment for Merced to Fresno also apply to this Section. There appears to have been positive progress on the issue of concurrence by the Corps and EPA on the range of Alternatives. Concurrence should be achieved prior to release of the Draft EIR/S.
- ♦ **San Francisco to San Jose:** With the change in schedule, the concept of phased implementation can be further explored. The details of phased implementation need to be better defined for effective dissemination/communication.
- ♦ **LA to Anaheim:** The Gateway Cities have prepared a report that suggests a “Consolidated Shared Service” concept as an additional alternative in this Section. Under this concept, HSR and Metrolink would share services from Union Station to Anaheim.
- ♦ **Real Property/Right-of-Way Acquisition:** The Authority hiring a Director of Real Property is a positive step. Right-of-Way Acquisition is expected to be on the critical path toward completion of construction of the ARRA Sections.
- ♦ **PMT Operations:** The PMT has made significant progress in the implementation of Earned Value Analysis, development of a Master Schedule and Risk Management. The PMT is also working on a formal change control process and a new documents management system.

The PMT continues with its work on Earned Value Analysis, which should bring positive results to the project.

The PMT has developed a new Master Schedule that includes each of the project Sections and extends through the environmental process, the end of construction and the start of revenue service. The Master Schedule will ensure that the Authority can better plan for the future and identify funding needs. As part of this effort, the Regional Consultant schedules are being reconfigured so they can be linked to the Master Schedule.

The Risk Management Program began in earnest in August 2010 with the completion of the “Draft Risk Management Plan and Significant Programmatic and Regional Risks,” prepared by the PMT. Risk Registers have now been prepared for the overall Program and six of the project Sections (all Phase 1 Sections except Bakersfield-Palmdale) so far. For each risk, the Risk Register identifies the description, cause, effect, probability, management strategies and mitigation actions. The responsibility for mitigation actions are assigned to specific individuals with due dates.

With the risks identified and the mitigation actions assigned, the most critical aspect of the risk management process is in place. Subsequently, the risks will be further quantified and risk

analysis using the Monte Carlo method will be conducted. This will ultimately provide an indication of the degree of certainty of meeting the schedule and budget. In addition, the contingency factors used for the cost estimating for the 30% Design will be based on the risk analysis.

The PMT has proposed implementation of a change control process which will provide for a formal method of recognizing, documenting, authorizing and accounting for extra work. This is currently under review by the PMO and the Authority.

The PMT has reviewed options for replacing the current “ProjectSolve” collaboration system with a more robust system with improved document management capabilities.

- ♦ **PMT Engineering:** There is still much work to complete in preparation for the design-build procurement. Items of concern include:
  - Seismic Design Criteria
  - Standard Drawings
  - Standard Specifications
  - Design Manual
- ♦ **PMT Environmental:** Regional Consultants require further clearance from the PMT for the following:
  - Noise and Vibration guidance
  - Guidance on renewable energy
  - Permit and approval guidance
  - MOAs with Resource Agencies

### **Key Issues**

- ♦ **Railroad and Highway Coordination:** The Authority and PMT have worked with Caltrans to develop a streamlined review process for encroachments into their right-of-way and modifications to their facilities. Based on recent requests by Caltrans to follow standard procedures, efforts for streamlining need to be discussed with Caltrans further.
- ♦ **Metrolink MOU:** The lack of an MOU with Metrolink has been an ongoing issue and needs to be resolved urgently.
- **Palmdale to LA:** Cost is likely to be an issue in this Section where complex and extensive structural solutions have been proposed. Further Value Analysis may be required.
- **Cost Estimating:** The PMO is currently reviewing the PMT’s approach to cost estimating for 15% Design.
- **30% Design Scope:** The PMO has been working with the PMT to optimize the scope of the 30% design effort particularly with respect to the aerial structures. The level of detail in the 15% Design plans for Merced to Bakersfield is sufficient for procurement purposes with the exception of additional geotechnical information and aesthetic requirements.